

**Board of Education of Murphysboro Community Unit School District #186**  
**Last Offer and Cost Summary - November 19, 2014**

In accordance with the procedures established by 115 ILCS 5/12 of the Illinois Educational Labor Relations Act, the Board of Education of the Murphysboro Community Unit School District #186 (the "District") submits this last offer to the Illinois Educational Labor Relations Board, with copy to the Murphysboro Education Association, IEA-NEA (the "MEA"). Since May 20, 2014, the Parties have been bargaining over salary, insurance, and general language for a successor agreement to their prior one (1) year collective bargaining agreement that expired in August 2014. The parties have been bargaining for a new three (3) year agreement that will run from the current 2014-2015 school year through the end of the 2016-2017 school year.

**A. Summary of the District's Last Offer**

The two items still on the table are (1) the amount of teachers' salary increases and (2) whether teachers should bear any portion of the cost of their health insurance. With respect to teacher salary increases, the District's proposal provides for 2% - 2.5% increases in salary each of the three years (or roughly \$1,000 per year to each employee). Under the Board's proposal, most individual teachers will receive annual raises of between \$1,100 to \$1,400 per year, every year. This would result in annual raises of approximately 2% to 2.5% per year, over each of the next three years. These salary increases are in line with most other Districts and employers, and they are at the very limit of the District's ability to afford. Even under the Board's proposal, the District's fund balance will be virtually zero by the end of 2016-17 school year.

With respect to the cost of health insurance, the District has made a proposal that it believes will continue to cover the full single health insurance costs based on historical rates of premium increases, although the District and teachers will both share the cost of any extraordinary or unexpectedly large increase in premiums. The District's proposal is projected to cover the full cost of covering the full single health insurance costs, based on historical rates of premium increases. While the MEA has proposed that the District assume an open-ended obligation to pay the full amount of any health insurance premium increase regardless of the amount, the District's proposed health care insurance language is a reasonable attempt to pay full health insurance in each of the 3 years under realistic historical increases, while sharing the cost of unexpectedly larger increases, without having to reduce salary or benefits for teachers.

As presented below and in the supporting materials, the District has presented its best offer. Even this District offer will require a spend down of the District's Educational Fund balances, as well as its Working Cash funds. At the end of the three year period under consideration, with the District's proposed salary and paid health insurance increases, the District will have depleted its educational fund balances and is projected to reach the point of issuing Tax Anticipation Warrants (TAW's) in order to make payroll. [1] We cannot agree to a higher salary or benefit.

## **B. Issue 1 – Amount of Teachers’ Salary Increases**

On the subject of how much teachers will receive in annual salary increases, the District must of course take into account the current State of Illinois financial situation. The District is currently engaging in deficit spending, and will continue to engage in additional deficit spending, at the rate of roughly \$1 million dollars a year, as the table shows below. The District understands this is not the fault of the faculty or the administration, but reflects a larger economic issue. The District also understands that this Agreement needs to be realistic and financially achievable.

Despite the challenging financial situation, the District’s last offer includes guarantees for both vertical movement for experience (*i.e.* step) and horizontal movement (*i.e.* “lane”) for increased educational attainment. The District proposal will pay for all teachers “step” and “lane” salary increases, as well as providing an additional increase applied to the base salary.

The District’s last proposal will pay the cost to advance each teacher on the salary schedule vertically and horizontally (if applicable) each year of the Agreement, while including an additional increase to the base salary. The District proposes increases of 2.47% in the 2014-2015 school year, 1.99% in the 2015-2016 school year, and 1.94% in the 2016-2017 school year. Over the three-year life of the agreement, this would amount to **an aggregate additional salary cost to the District of \$480,602, i.e., “new money” of \$480,602**. For further review of the impact on teachers and their proposed salaries and increases, see attached Addendum 1.

As indicated, the District’s proposal includes an overall 2.47% increase in salaries for the 2014-2015 school year, a 1.99% increase in salaries for the 2015-2016 school year, and a 1.94% increase for the 2016-2017 school year **See Table 1**. We believe these annual increases will continue to be equal, or to surpass the CPI (inflation), as has been the case historically. **See Table 2**.

**Table 1- Future Teacher Salary Costs Under District Proposal (Includes TRS Benefits paid by District)**

	2013-2014 Actuals	Proposal for 2014-2015	Proposal for 2015-2016	Proposal for 2016-2017	Total New Money / % Increase Over 3-Year Agreement
Salary Schedule	\$7,348,198	\$7,529,413	\$7,679,478	\$7,828,800	
Salary Increase from Prior Year ("New Money")		\$181,215	\$150,065	\$149,322	\$480,602
Percentage Increase from Prior Year		2.47%	1.99%	1.94%	6.54%  (over life of agreement)

**Table 2 - Historical Salary Increases for District Teachers Have Outpaced CPI (inflation)**

	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual
Percentage increase (Raise)	3.8%  (3% on base, plus step)	2.09%  (0.5% on base plus step, plus step 27)	3.19%  (2% on cell plus step, plus step 28)	3.83%  (2.5% on base plus step, plus step 29)	1.73%  (step only, plus step 30)
CPI (Cost of Living Adj.)	2.7%	1.5%	3.0%	1.7%	1.5%

The District's rationale in proposing the above increases is to ensure that the District will have the funds available to pay the salary increases over the duration of the Agreement. Currently our projections indicate that the District will exhaust its Working Cash Funds and/or possibly be required to issue Tax Anticipation Warrants (TAW's) by the 2017 school year. **See Table 3 and Table 4.** Ideally the state of Illinois will correct its own revenue-expenditure imbalance and fund education at a reasonable level equitably throughout the state. Until that time, however, the District has a responsibility to ensure it has the ability to meet its financial obligations. This offer is the best the District can do given our financial projections.

**Table 3 - District's Historical Deficit Spending From Education Fund**

	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual
District Fund Balance	\$5,784,013	\$6,991,610	\$5,407,784	\$4,233,767	\$3,068,418
District Deficit Spending from Education Fund	\$ 227,061	\$1,207,597	(\$1,583,826)	(\$1,174,017)	(\$1,165,349)

**Table 4 - Projected Depletion of Education Fund Balance Due to Continued Deficit Spending**

	2013-2014 Actual	2014-2015 Projected	2015-2016 Projected	2016-2017 Projected
District Education Fund Balance	\$3,068,418	\$1,767,946	\$567,409	\$15,550[2]
District deficit spending from Education Fund	(\$1,165,349)	(\$1,300,472)	(\$1,200,537)	(\$1,349,859)

**C. Issue 2 - Health Insurance**

The District currently covers the full cost of single health insurance for our employees. The District proposal desires to continue to fund the entire cost of employee single health insurance, and to increase the amount each year. However, the District has proposed a maximum amount to be spent per year: \$570 per month (full amount) for the first year, \$600 (a 5.6% increase) for the second year, and \$650 (an 8.3% increase) for the 3rd year. The District anticipates that these amounts will cover the single healthcare insurance premium cost, while at the same time prevent the District from taking on an unlimited obligation in the event of an extraordinary or unanticipated increase in health care insurance premium costs. Without the approach the District proposes, then should the District face a year with exorbitant claim history and subsequently suffer an increase above the proposed amounts, the District could be put into a position where it cannot fund this Agreement through the three years given the District's projected deficits.

Proposal provides for increases in paid benefits, every year.

The District's proposal includes an increase in the paid health insurance benefit every year. Under the District's proposal, the insurance cost of the 142 employees for the first year is \$570 per month (or \$6,840 per year), per teacher, for an annual cost \$971,280. By the third year, the District is proposing to spend \$1,107,600 to cover the insurance costs for these same 142

employees. This is an increase of 14.03% over the life of the agreement, and the District's proposal would require the District to absorb all of this cost, without any cost to the teachers or reduction in benefits. The District's proposal was refused by the MEA, and in order to try and meet the MEA on some common ground, the District has further proposed that any costs above the allotted amounts each year will be shared 50/50 between the District and the employee.

#### Context of prior increases and overall insurance costs to District

The District has also offered an incentive for employees to opt out of the District's health insurance plan, with proof of creditable coverage in another health insurance plan. The District will pay each employee who opts out of the District's health insurance plan a stipend of \$150 per month. The District's rationale for proposing to pay a maximum amount per month toward teacher's insurance premiums is to try to fund the likely increases while providing some limited protection to the District against unanticipated surges in health insurance costs. Health care premiums change every year, based on the claims/usage of the previous year. The District's health insurance costs have increased by more than 60% over the past eight (8) years and have increased by 116% over the last twelve (12) years, costing the district approximately \$1 million dollars per year to cover the 142 teachers in the District. In addition, the District has a need to plan for the expenditures as we move forward with the deficits. The District's ability to have a more accurate knowledge of its maximum health insurance costs from year to year allows the District to have better long range planning abilities.

#### History of proposals and efforts to achieve cost sharing.

Sharing health insurance costs also ensures that teachers also have some shared "ownership" in the issue of insurance costs, and to provide a mutual effective incentive for both parties to work together to keep insurance costs reasonable. Having the employees share in the costs has been shown to keep rates from increasing, which is why most districts do not pay full coverage. Because of the unpredictability of the economic climate in Illinois and the issues surrounding health care nationally, the District proposed various options to address this issue. Last Year, a "tiered" approach was offered. (The state has identified new employees into the Teacher Retirement Service as "Tier II" while those who have been in the system as "Tier I.") The District offered cost sharing for only the Tier II employees; the MEA rejected this approach and would not accept that proposal. This year, the District then offered cost sharing for all members, but the MEA rejected this approach and would not accept that proposal. The District offered larger paid limits; the District offered an "opt out" language; the District offered limits with buyout language, and added language that it would split any costs above and beyond the limits. All were met with a rejection by the MEA, that the MEA will not accept anything less than the District's obligation to pay the entire amount of unlimited single health care insurance premiums, regardless of the amount of any increase or its impact on the District's ability to make payroll.

#### **D. Additional Context for District's Last Offer and Cost Summary**

By contrast to the District's proposal, the MEA's most recent salary proposal is contingent on some issues, varies according to outside events, and is therefore difficult to calculate or to make projections. For purposes of offering a comparison, we assume that prorated General State Aid

Payments (GSA) received by the District remain at the same level as we have received this year (89% proration of what we are supposed to receive). Under the MEA's complex proposal, if the prorated amount is decreased (*i.e.* drops to 85% of the amount we are due to receive), teachers will receive step only in 2015-2016 and 2016-2017. This would reduce the cost of the MEA proposal in 2015-2016 by \$58,719 (including teachers retirement (TRS) paid by the District for the teachers) and/or would reduce the cost of the MEA's proposal in 2016-2017 by \$118,548 (including TRS). Conversely, if the proration of GSA received by the District is increased (*i.e.* 90% or more) for both the 2015-2016 and 2016-2017 years, then under the MEA's proposal the district will split the increase evenly with the teachers, above and beyond the spending amount set forth in the chart above. At the present time, however, the amount of proration is unknown and as a result, the District believes it is highly imprudent and improper to agree to such terms. There are other concerns as well. For instance, some discussion regarding proposed legislation Senate Bill 16 (SB16) has reported that Murphysboro could receive a sizable increase which would be received by the District as GSA payments. While the District might receive an increase if SB16 is passed in its current form, this "increase" could be offset by reductions in various state categorical payments we receive (*i.e.* Special Education and Transportation). Accordingly, the State would increase the District's payment in one form, by decreasing its payments in another. An increase in GSA and subsequent increase to the MEA's raise would be from revenue the District already receives and thus force the District's deficit to grow even larger.

### **Cost Summary on Health Insurance Premium Costs**

MEA's proposal and the District's proposal are more similar in regards to the health insurance premium cost issue. The MEA and the District propose that the district pay each teacher who opts out of the district health insurance plan \$150 per month. The MEA proposes that the District cover the entire amount of single employee healthcare insurance premiums over the next 3 years, regardless of the amount of any premium increase. That is an unlimited liability which cannot be predicted with certainty at this time. The District's proposal attempts to cover the likely cost of 100% of the single health premiums for the employee over the next three years, given a forward projection of increases in line with recent historical increases, and further proposes to pay 50% of any higher increase. As discussed in Section C above, the District wants to share in the "ownership" of these premiums. Due to the fact that this is a disagreement regarding whether the District will take on an unknown potential cost, it is not possible to effectively estimate or project the difference in the parties' positions at this time.

**Table 5. Cost Summary on Teacher Salary Increases**

<b>Cost Difference Between MEA and District Proposals (Salaries include TRS benefits paid by the District)</b>			
	<b>MEA</b>	<b>District</b>	<b>Difference</b>
<b>2014-2015 Salary Total Cost</b>	<b>\$7,529,413</b>	<b>\$7,529,413</b>	<b>\$0</b>
<b>2015-2016 Salary Total Cost</b>	<b>\$7,708,837</b>	<b>\$7,679,478</b>	<b>\$29,359</b>
<b>2016-2017 Salary Total Cost</b>	<b>\$7,947,190</b>	<b>\$7,828,800</b>	<b>\$118,390</b>
<b>TOTAL</b>	<b>\$23,185,44 0</b>	<b>\$23,037,69 1</b>	<b>\$147,749</b>

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[1] Tax anticipation warrants are issued against taxes levied but not yet collected and are repaid from the taxes levied for the particular fund against which they are issued, either upon their receipt or on a specified maturity date.

[2] This projection assumes that an estimated \$798,000 - or the entire Working Cash Fund Balance - has been transferred into the Educational Fund in order to pay the salaries of the educational faculty and staff.

# ADDENDUM 1

MURPHYSBORO BOARD OF EDUCATION FINAL PROPOSAL							
		incr in	proposed	incr in	proposed	incr in	proposed
Name	2013-2014	salary	2014-2015	salary	2015-2016	salary	2016-2017
	salary	w/ trs	salary	w/ trs	salary	w/ trs	salary
	w/ trs	2014-2015	w/ trs	2015-2016	w/ trs	2016-2017	w/ trs
ASA, MICHELLE	\$ 52,645	\$ 1,310	\$ 53,954	\$ 1,108	\$ 55,062	\$ 1,109	\$ 56,171
BACHMANN, KENDRA	\$ 44,535	\$ 1,311	\$ 45,846	\$ 1,108	\$ 46,954	\$ 1,109	\$ 48,062
BAKER, DANIEL	\$ 59,853	\$ 1,309	\$ 61,162	\$ 1,108	\$ 62,269	\$ 1,109	\$ 63,378
BAKER, KARLA	\$ 41,832	\$ 1,310	\$ 43,142	\$ 1,108	\$ 44,249	\$ 1,109	\$ 45,358
BATTEAU, MEGAN	\$ 41,832	\$ 1,310	\$ 43,142	\$ 1,108	\$ 44,249	\$ 1,109	\$ 45,358
BECKMAN, GAIL *	\$ 67,960	\$ 409	\$ 68,369	\$ 207	\$ 68,576	\$ 208	\$ 68,784
BLOSSOM, MARY	\$ 51,590	\$ 1,310	\$ 52,899	\$ 1,108	\$ 54,007	\$ 1,109	\$ 55,116
BOUDET, WILLIAM	\$ 50,843	\$ 1,309	\$ 52,152	\$ 1,108	\$ 53,259	\$ 1,109	\$ 54,368
BRASEL, ROBERT	\$ 53,391	\$ 1,310	\$ 54,701	\$ 1,108	\$ 55,808	\$ 1,109	\$ 56,917
BROCK, AMY	\$ 52,645	\$ 1,310	\$ 53,954	\$ 1,108	\$ 55,062	\$ 1,109	\$ 56,171
BROWN, DENISE *****	\$ 55,194	\$ 2,584	\$ 57,778	\$ 1,108	\$ 58,885	\$ 1,109	\$ 59,994
BROWN, ELIZABETH	\$ 49,414	\$ 1,310	\$ 50,723	\$ 1,108	\$ 51,831	\$ 1,109	\$ 52,940
BROWN, JAMIE	\$ 46,337	\$ 1,310	\$ 47,647	\$ 1,108	\$ 48,754	\$ 1,109	\$ 49,863
BROWN, ORLAN	\$ 49,040	\$ 1,311	\$ 50,351	\$ 1,108	\$ 51,459	\$ 1,109	\$ 52,567
BUNDREN, STEVEN	\$ 50,314	\$ 1,311	\$ 51,625	\$ 1,108	\$ 52,733	\$ 1,109	\$ 53,841
BURGESS, VALERIE	\$ 46,337	\$ 1,310	\$ 47,647	\$ 1,108	\$ 48,754	\$ 1,109	\$ 49,863
CALDWELL, TAMMY	\$ 56,095	\$ 1,310	\$ 57,404	\$ 1,108	\$ 58,512	\$ 1,109	\$ 59,621
CARTER, GARY	\$ 67,807	\$ 1,310	\$ 69,117	\$ 1,108	\$ 70,224	\$ 1,109	\$ 71,333
CARTER, MICHELE	\$ 52,645	\$ 1,310	\$ 53,954	\$ 1,108	\$ 55,062	\$ 1,109	\$ 56,171
CHRISTEL, KARLEY ****	\$ 44,535	\$ 409	\$ 44,944	\$ 1,108	\$ 46,052	\$ 1,109	\$ 47,160
CLARK, VIVACA	\$ 65,632	\$ 1,310	\$ 66,942	\$ 1,108	\$ 68,050	\$ 1,109	\$ 69,158
COCHRAN, JENNIFER	\$ 51,590	\$ 1,310	\$ 52,899	\$ 1,108	\$ 54,007	\$ 1,109	\$ 55,116
COLLINS, BETH	\$ 65,105	\$ 1,311	\$ 66,416	\$ 1,108	\$ 67,523	\$ 1,109	\$ 68,632
COOK, KIM	\$ 59,699	\$ 1,310	\$ 61,009	\$ 1,108	\$ 62,116	\$ 1,109	\$ 63,225
CRAMER, JANET **	\$ 65,105	\$ 1,311	\$ 66,416				
DOERR, REBECCA	\$ 51,743	\$ 1,311	\$ 53,054	\$ 1,108	\$ 54,161	\$ 1,109	\$ 55,270
DOGGAN, BEN	\$ 67,653	\$ 1,311	\$ 68,964	\$ 1,108	\$ 70,071	\$ 1,109	\$ 71,180
EHLERS, TERESA	\$ 55,348	\$ 1,309	\$ 56,657	\$ 1,108	\$ 57,764	\$ 1,109	\$ 58,873
ELLERMEYER, CODY	\$ 48,886	\$ 1,310	\$ 50,196	\$ 1,108	\$ 51,303	\$ 1,109	\$ 52,412
ELLERMEYER, JENNIFER	\$ 45,437	\$ 1,309	\$ 46,746	\$ 1,108	\$ 47,853	\$ 1,109	\$ 48,962
ELWELL, LORI	\$ 49,942	\$ 1,310	\$ 51,252	\$ 1,108	\$ 52,360	\$ 1,109	\$ 53,468
ESTES, TIM *****	\$ 46,556	\$ 2,585	\$ 49,141	\$ 1,108	\$ 50,248	\$ 1,109	\$ 51,357
FALASTER, AMY	\$ 58,425	\$ 1,309	\$ 59,733	\$ 1,108	\$ 60,841	\$ 1,109	\$ 61,950
FRY, SHARON	\$ 48,886	\$ 1,310	\$ 50,196	\$ 1,108	\$ 51,303	\$ 1,109	\$ 52,412
GAHAGAN, NIKKI	\$ 54,447	\$ 1,310	\$ 55,757	\$ 1,108	\$ 56,865	\$ 1,109	\$ 57,973
GALE, JULIE	\$ 45,437	\$ 1,309	\$ 46,746	\$ 1,108	\$ 47,853	\$ 1,109	\$ 48,962
GARDNER, SHANNON	\$ 44,381	\$ 1,310	\$ 45,691	\$ 1,108	\$ 46,798	\$ 1,109	\$ 47,907
GEIS, ANDREA	\$ 53,391	\$ 1,310	\$ 54,701	\$ 1,108	\$ 55,808	\$ 1,109	\$ 56,917
GOETTING, LAURA	\$ 48,140	\$ 1,310	\$ 49,449	\$ 1,108	\$ 50,557	\$ 1,109	\$ 51,666
GOLOB, ERIN	\$ 42,733	\$ 1,311	\$ 44,043	\$ 1,108	\$ 45,151	\$ 1,109	\$ 46,260
GOODE, JENNIFER *****	\$ 54,447	\$ 2,584	\$ 57,031	\$ 1,108	\$ 58,139	\$ 1,109	\$ 59,247
GOOT, MEL	\$ 47,612	\$ 1,310	\$ 48,922	\$ 1,108	\$ 50,029	\$ 1,109	\$ 51,138
GRAEFF, JENNIFER	\$ 52,645	\$ 1,310	\$ 53,954	\$ 1,108	\$ 55,062	\$ 1,109	\$ 56,171
GRAFF, LORI *	\$ 70,509	\$ 409	\$ 70,918	\$ 207	\$ 71,125	\$ 208	\$ 71,333
GRANDT, ELIZABETH	\$ 45,437	\$ 1,309	\$ 46,746	\$ 1,108	\$ 47,853	\$ 1,109	\$ 48,962
GREEN, METEICHA	\$ 46,184	\$ 1,310	\$ 47,494	\$ 1,108	\$ 48,601	\$ 1,109	\$ 49,710



GRISWOLD, TROY	\$ 44,535	\$ 1,311	\$ 45,846	\$ 1,108	\$ 46,954	\$ 1,109	\$ 48,062
HAMMERS, JAMES **	\$ 67,960	\$ 409	\$ 68,369				
HANKINS, AARON	\$ 45,282	\$ 1,311	\$ 46,593	\$ 1,108	\$ 47,700	\$ 1,109	\$ 48,809
HANSON, STEPHANIE	\$ 46,337	\$ 1,310	\$ 47,647	\$ 1,108	\$ 48,754	\$ 1,109	\$ 49,863
HARRIS, CHAD	\$ 47,238	\$ 1,311	\$ 48,549	\$ 1,108	\$ 49,656	\$ 1,109	\$ 50,765
HERRING, AMY	\$ 54,447	\$ 1,310	\$ 55,757	\$ 1,108	\$ 56,865	\$ 1,109	\$ 57,973
HERRING, JESSICA	\$ 42,733	\$ 1,311	\$ 44,043	\$ 1,108	\$ 45,151	\$ 1,109	\$ 46,260
HERTTER, RUTHIE	\$ 46,711	\$ 1,310	\$ 48,021	\$ 1,108	\$ 49,129	\$ 1,109	\$ 50,237
HICKAM, KATIE	\$ 53,238	\$ 1,309	\$ 54,547	\$ 1,108	\$ 55,654	\$ 1,109	\$ 56,763
HICKAM, STACI	\$ 50,843	\$ 1,309	\$ 52,152	\$ 1,108	\$ 53,259	\$ 1,109	\$ 54,368
HICKS, BAILEY	\$ 47,985	\$ 1,310	\$ 49,295	\$ 1,108	\$ 50,403	\$ 1,109	\$ 51,511
HOBBS, EMILY	\$ 49,040	\$ 1,311	\$ 50,351	\$ 1,108	\$ 51,459	\$ 1,109	\$ 52,567
HUMM, MICHAEL **	\$ 58,797	\$ 1,311	\$ 60,108				
JONES, KEITH	\$ 44,381	\$ 1,310	\$ 45,691	\$ 1,108	\$ 46,798	\$ 1,109	\$ 47,907
JURICH, KAREN	\$ 58,797	\$ 1,311	\$ 60,108	\$ 1,108	\$ 61,215	\$ 1,109	\$ 62,324
KARG, AMY	\$ 47,985	\$ 1,310	\$ 49,295	\$ 1,108	\$ 50,403	\$ 1,109	\$ 51,511
KARNES, JARROD	\$ 53,018	\$ 1,310	\$ 54,328	\$ 1,108	\$ 55,435	\$ 1,109	\$ 56,544
KEARNEY, KRISTA ***	\$ 40,932	\$ 409	\$ 41,341	\$ 1,108	\$ 42,449	\$ 1,109	\$ 43,557
KEENAN, NANCY	\$ 66,533	\$ 1,310	\$ 67,843	\$ 1,108	\$ 68,950	\$ 1,109	\$ 70,059
KILQUIST, KARI	\$ 42,733	\$ 1,311	\$ 44,043	\$ 1,108	\$ 45,151	\$ 1,109	\$ 46,260
KOBERSTEIN, KELLY	\$ 47,238	\$ 1,311	\$ 48,549	\$ 1,108	\$ 49,656	\$ 1,109	\$ 50,765
KUNZ, KRISTA	\$ 42,733	\$ 1,311	\$ 44,043	\$ 1,108	\$ 45,151	\$ 1,109	\$ 46,260
LANDEWEE, TRACY	\$ 47,612	\$ 1,310	\$ 48,922	\$ 1,108	\$ 50,029	\$ 1,109	\$ 51,138
LANGELLIER, CATLIN	\$ 44,535	\$ 1,311	\$ 45,846	\$ 1,108	\$ 46,954	\$ 1,109	\$ 48,062
LAYNE, MICHAEL	\$ 58,050	\$ 1,311	\$ 59,361	\$ 1,108	\$ 60,469	\$ 1,109	\$ 61,578
LAZORCHAK, DIANE	\$ 44,381	\$ 1,310	\$ 45,691	\$ 1,108	\$ 46,798	\$ 1,109	\$ 47,907
LEMONS, STEPHANIE	\$ 46,337	\$ 1,310	\$ 47,647	\$ 1,108	\$ 48,754	\$ 1,109	\$ 49,863
LIPPINCOTT, MICHELLE	\$ 48,886	\$ 1,310	\$ 50,196	\$ 1,108	\$ 51,303	\$ 1,109	\$ 52,412
LIRELY, TABITHA	\$ 41,832	\$ 1,310	\$ 43,142	\$ 1,108	\$ 44,249	\$ 1,109	\$ 45,358
LUECKING, JAN	\$ 49,942	\$ 1,310	\$ 51,252	\$ 1,108	\$ 52,360	\$ 1,109	\$ 53,468
LUNZ, THOMAS	\$ 45,282	\$ 1,311	\$ 46,593	\$ 1,108	\$ 47,700	\$ 1,109	\$ 48,809
MAHONEY, KELLY D.	\$ 58,050	\$ 1,311	\$ 59,361	\$ 1,108	\$ 60,469	\$ 1,109	\$ 61,578
MANWARING, BRIAN	\$ 55,721	\$ 1,310	\$ 57,031	\$ 1,108	\$ 58,139	\$ 1,109	\$ 59,247
MARLOW, LISA	\$ 45,437	\$ 1,309	\$ 46,746	\$ 1,108	\$ 47,853	\$ 1,109	\$ 48,962
MARTIN, BRANDON	\$ 47,238	\$ 1,311	\$ 48,549	\$ 1,108	\$ 49,656	\$ 1,109	\$ 50,765
MAY, MONICA	\$ 47,985	\$ 1,310	\$ 49,295	\$ 1,108	\$ 50,403	\$ 1,109	\$ 51,511
MENZ, HEATHER	\$ 42,733	\$ 1,311	\$ 44,043	\$ 1,108	\$ 45,151	\$ 1,109	\$ 46,260
MILEUR, CHARLENE	\$ 53,545	\$ 1,311	\$ 54,856	\$ 1,108	\$ 55,964	\$ 1,109	\$ 57,072
MILTON, TAMMY	\$ 52,117	\$ 1,310	\$ 53,427	\$ 1,108	\$ 54,534	\$ 1,109	\$ 55,643
MOORE, WILLIAM	\$ 49,414	\$ 1,310	\$ 50,723	\$ 1,108	\$ 51,831	\$ 1,109	\$ 52,940
MORELAND, MICHAEL	\$ 49,040	\$ 1,311	\$ 50,351	\$ 1,108	\$ 51,459	\$ 1,109	\$ 52,567
MORGENSTERN, DEANN	\$ 41,832	\$ 1,310	\$ 43,142	\$ 1,108	\$ 44,249	\$ 1,109	\$ 45,358
MORRIS, AMANDA	\$ 58,271	\$ 1,310	\$ 59,580	\$ 1,108	\$ 60,688	\$ 1,109	\$ 61,797
MUCHER, GEORGE	\$ 43,480	\$ 1,310	\$ 44,790	\$ 1,108	\$ 45,898	\$ 1,109	\$ 47,006
MURPHY, DARYL	\$ 62,930	\$ 1,309	\$ 64,239	\$ 1,108	\$ 65,346	\$ 1,109	\$ 66,455
MURPHY, JAMES **	\$ 58,425	\$ 1,309	\$ 59,733				
NELSON, REBEKAH ****	\$ 40,932	\$ 409	\$ 41,341	\$ 1,108	\$ 42,449	\$ 1,109	\$ 43,557
NICKEL, DANIEL	\$ 43,107	\$ 1,310	\$ 44,417	\$ 1,108	\$ 45,524	\$ 1,109	\$ 46,633
NOVARA, LEONARD	\$ 63,302	\$ 1,311	\$ 64,613	\$ 1,108	\$ 65,720	\$ 1,109	\$ 66,829
O'DELL, COURTNEY	\$ 45,437	\$ 1,309	\$ 46,746	\$ 1,108	\$ 47,853	\$ 1,109	\$ 48,962
O'DELL, KRISTA ***	\$ 40,932	\$ 409	\$ 41,341	\$ 1,108	\$ 42,449	\$ 1,109	\$ 43,557
O'LEARY, SALLY	\$ 52,490	\$ 1,310	\$ 53,800	\$ 1,108	\$ 54,908	\$ 1,109	\$ 56,016

OTTESEN, SUSAN	\$ 56,248	\$ 1,311	\$ 57,559	\$ 1,108	\$ 58,666	\$ 1,109	\$ 59,775
PARR, HEATHER ***	\$ 40,932	\$ 409	\$ 41,341	\$ 1,108	\$ 42,449	\$ 1,109	\$ 43,557
PATTERSON, JENNIFER	\$ 58,050	\$ 1,311	\$ 59,361	\$ 1,108	\$ 60,469	\$ 1,109	\$ 61,578
PATTERSON, MARY	\$ 59,324	\$ 1,311	\$ 60,635	\$ 1,108	\$ 61,743	\$ 1,109	\$ 62,852
PELZER-MORELAND, JULIE	\$ 45,809	\$ 1,311	\$ 47,120	\$ 1,108	\$ 48,228	\$ 1,109	\$ 49,336
PHILLIPS, JULIE ****	\$ 49,414	\$ 409	\$ 49,823	\$ 1,108	\$ 50,930	\$ 1,109	\$ 52,039
PHILLIPS, KELLY	\$ 50,314	\$ 1,311	\$ 51,625	\$ 1,108	\$ 52,733	\$ 1,109	\$ 53,841
PIERSON, MELINDA	\$ 46,184	\$ 1,310	\$ 47,494	\$ 1,108	\$ 48,601	\$ 1,109	\$ 49,710
RAY, ANGEL	\$ 48,886	\$ 1,310	\$ 50,196	\$ 1,108	\$ 51,303	\$ 1,109	\$ 52,412
ROSE, CHERYL	\$ 65,478	\$ 1,310	\$ 66,788	\$ 1,108	\$ 67,895	\$ 1,109	\$ 69,004
RUNGE, ASHLEY	\$ 44,535	\$ 1,311	\$ 45,846	\$ 1,108	\$ 46,954	\$ 1,109	\$ 48,062
RUSSELL, KATIE	\$ 44,381	\$ 1,310	\$ 45,691	\$ 1,108	\$ 46,798	\$ 1,109	\$ 47,907
SCHIMPF, SHERRY	\$ 62,776	\$ 1,310	\$ 64,085	\$ 1,108	\$ 65,193	\$ 1,109	\$ 66,302
SCHNAUTZ, LEANNA **	\$ 67,059	\$ 1,310	\$ 68,369				
SCHUBERT, TRACY	\$ 41,832	\$ 1,310	\$ 43,142	\$ 1,108	\$ 44,249	\$ 1,109	\$ 45,358
SCOTT, GAIL	\$ 47,985	\$ 1,310	\$ 49,295	\$ 1,108	\$ 50,403	\$ 1,109	\$ 51,511
SHIELDS, LISA	\$ 64,731	\$ 1,310	\$ 66,041	\$ 1,108	\$ 67,149	\$ 1,109	\$ 68,257
SHULER, BETH	\$ 48,140	\$ 1,310	\$ 49,449	\$ 1,108	\$ 50,557	\$ 1,109	\$ 51,666
STANTON, STACY	\$ 50,689	\$ 1,310	\$ 51,999	\$ 1,108	\$ 53,106	\$ 1,109	\$ 54,215
STEWART, STEVE **	\$ 70,509	\$ 409	\$ 70,918				
STILLEY, DEANN	\$ 63,829	\$ 1,311	\$ 65,140	\$ 1,108	\$ 66,248	\$ 1,109	\$ 67,357
STILLEY, ROBERT	\$ 66,159	\$ 1,310	\$ 67,468	\$ 1,108	\$ 68,576	\$ 208	\$ 68,784
STROUD, KELLY	\$ 55,348	\$ 1,309	\$ 56,657	\$ 1,108	\$ 57,764	\$ 1,109	\$ 58,873
STROUD, KEN	\$ 60,753	\$ 1,311	\$ 62,064	\$ 1,108	\$ 63,171	\$ 1,109	\$ 64,280
SUITS, JORDAN	\$ 42,733	\$ 1,311	\$ 44,043	\$ 1,108	\$ 45,151	\$ 1,109	\$ 46,260
SUTPHIN, BRETT	\$ 58,643	\$ 1,311	\$ 59,954	\$ 1,108	\$ 61,061	\$ 1,109	\$ 62,170
SVANDA, ALLISON	\$ 49,040	\$ 1,311	\$ 50,351	\$ 1,108	\$ 51,459	\$ 1,109	\$ 52,567
TAYLOR, DAWN	\$ 43,634	\$ 1,310	\$ 44,944	\$ 1,108	\$ 46,052	\$ 1,109	\$ 47,160
TEFT, STACIE	\$ 50,314	\$ 1,311	\$ 51,625	\$ 1,108	\$ 52,733	\$ 1,109	\$ 53,841
TODD, MATTHEW	\$ 43,634	\$ 1,310	\$ 44,944	\$ 1,108	\$ 46,052	\$ 1,109	\$ 47,160
TRIPP, BRIAN	\$ 58,797	\$ 1,311	\$ 60,108	\$ 1,108	\$ 61,215	\$ 1,109	\$ 62,324
WADDINGTON, ANDREA	\$ 44,535	\$ 1,311	\$ 45,846	\$ 1,108	\$ 46,954	\$ 1,109	\$ 48,062
WARD, TIFFANY	\$ 48,886	\$ 1,310	\$ 50,196	\$ 1,108	\$ 51,303	\$ 1,109	\$ 52,412
WEBER, GUY	\$ 67,807	\$ 1,310	\$ 69,117	\$ 1,108	\$ 70,224	\$ 1,109	\$ 71,333
WELLS, JAMES	\$ 46,711	\$ 1,310	\$ 48,021	\$ 1,108	\$ 49,129	\$ 1,109	\$ 50,237
WHITE, JEFFREY	\$ 60,071	\$ 1,311	\$ 61,382	\$ 1,108	\$ 62,489	\$ 1,109	\$ 63,598
WHITTINGTON, JILL	\$ 60,226	\$ 1,310	\$ 61,536	\$ 1,108	\$ 62,644	\$ 1,109	\$ 63,752
WILLIAMS, JOSH ***	\$ 40,932	\$ 409	\$ 41,341	\$ 1,108	\$ 42,449	\$ 1,109	\$ 43,557
WINTERS, ANDREW	\$ 48,886	\$ 1,310	\$ 50,196	\$ 1,108	\$ 51,303	\$ 1,109	\$ 52,412
WINZENBURGER, KATE	\$ 46,184	\$ 1,310	\$ 47,494	\$ 1,108	\$ 48,601	\$ 1,109	\$ 49,710
WITTENBORN, JULIE *****	\$ 68,708	\$ 2,584	\$ 71,292	\$ 1,108	\$ 72,399	\$ 1,109	\$ 73,508
WOODWARD, CARMEN	\$ 62,930	\$ 1,309	\$ 64,239	\$ 1,108	\$ 65,346	\$ 1,109	\$ 66,455
YOKOM, HEATHER	\$ 49,040	\$ 1,311	\$ 50,351	\$ 1,108	\$ 51,459	\$ 1,109	\$ 52,567
YOUNG, DARL	\$ 48,140	\$ 1,310	\$ 49,449	\$ 1,108	\$ 50,557	\$ 1,109	\$ 51,666
* no step received - employee has reached top of salary schedule (over 30 years)							
** no step received - employee has reached top of salary schedule & will retire at the end of the 2014-2015 school year. The employee may also have received retirement bonus of up to \$10,000 over up to a four year period							
*** no step received in 2014-2015 - 1st year teacher (no salary was actually received in the 2013-2014 year. This represents the first year teachers salary including TRS.							
**** no step received in 2014-2015 - employee did not work a full 170 days during the 2013-2014 school year							
***** employee also received \$1,140 increase across the lanes of salary schedule for continuing education							